

**FACTORS AFFECTING EMPLOYEES PRODUCTIVITY
IN COUNTY GOVERNMENTS IN KENYA; A CASE STUDY OF THE COUNTY
GOVERNMENT OF LAIKIPIA**

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DECLARATION

This research report is my original work and has not been presented to any university for any award

Sign: _____ **Date:** _____

FAITH WACHEKE

This proposal has been submitted for examination with my approval as University Supervisor

Sign: _____ **Date:** _____

DANIEL MAINA KOMU

DEDICATION

I dedicate this research report to my children who encouraged me to go on even when it meant being away from them.

ACKNOWLEDGEMENT

I take this opportunity to acknowledge the entire staff of the Management University of Africa, Department of management and their aspiring guidance, invaluable constructive criticism and friendly advice and relentless support they accorded me. Special thanks go to Mr. Komu whose guidance led to the completion of this work. I also acknowledge the entire staff working for Laikipia County Government who allowed me to use data within the organization for academic purposes.

May the Almighty God Bless you all.

ABSTRACT

Productivity is a requirement for organizations employees. There are various factors attributed to the level of productivity in an organization. The recently formed county governments in Kenya have been faced with the problem of poor service delivery which can be attributed to employee low productivity. As such, this study set out to understand some of the factors that have resulted in the low productivity among county governments with the Laikipia county government being a case study.

The study has the specific objective of understanding the effects of motivation, staff skills, performance appraisal and leadership and on the productivity of employees at the county government of Laikipia. Literature review has shown that indeed various factors are at play in determining the level of productivity. However, the specific effects these factors have on productivity of the employee still needs to be determined. For this reason, the researcher has set out to collect and analyze data on the same. The study has employed a descriptive format where the effects of any given factor are described. The data collection has been done on the basis of a questionnaire which offers a lot of advantages which the researcher has taken. Data was collected from a sample drawn from employees of the Laikipia County working at the headquarters in Nanyuki. The sample is determined on a stratified random case to give every employee an equal chance to be part of the sample.

Data collected is analyzed manually and presented in tables and percentages largely describing the correlation between a variable and the effect it has on productivity. From the analysis, the study has found out that indeed, there is a strong correlation between motivation and productivity whereby, the more motivated employees are, the higher the likelihood of more productivity. In case of performance appraisal, it has been found to have a largely negative effect on productivity. In the same token, the study has found out that workers skills and levels of education are important to a very large extent in raising productivity. However, leadership seems to be most influential factor affecting productivity. The overall effect is that poor and uninspiring leadership tends to kill productivity.

The study has recommended that county government leadership needs to facilitate training and acquisition of skills for the employees to be more productive. It also needs to motivate the employees for productivity to rise. In the case of performance appraisal, the method used for this purpose is currently demoralizing employees leading to disaffection and thus low productivity. The leadership needs to be more inspiring to the employees. Dull or poor leadership is found to lower productivity by a very large extent. The results of the findings are important to the other county governments and the national government and indeed to all organizations in that they can be used as guide in enhancing productivity.

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ACRONYMS AND ABBREVIATIONS

CUE;	Commission of University Education
MUA;	Management University of Africa
NEMA;	National Environmental Management Authority
ICT;	Information and Communication Technology
CGL;	County Government of Laikipia

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.0 Introduction to the chapter

This chapter discusses the background of the study, statement of the problem, the general specific objectives of the study, the research questions, justification, limitations and scope of the study.

1.1 Background of the study

There is no question that productivity in any organization is important for the good performance of the organization. Identifying the factors that influence productivity is a research done over the years all over the world indicate that productivity is affected by relatively few factors, some of which are organizational specific while others can be seen as universal. According to Armstrong, (2006), workers are generally aware of the factors that inhibit their performance. However, the way the government works is case specific and as such the need to identify those factors. Identification of the specific productivity factors relevant the government sector workforce may yield opportunities for significant productivity gains in public sector. According to Lawrence (2010), a comparison between productivity advancement in governmental organizations and those in the private sector reveals that the governmental organizations have not kept pace with the increases in productivity as found in the private sector.

According to Armstrong (20002) an organization's success mostly depends on the employees. The level of employee performance determines the level of organizational success in any industry. Chebet, (2015) argues that exploring and understanding those factors that affect the employee performance and hence productivity is of major concern in every Economy worldwide. A study by Coole in 2009 found that productivity level in 2009 in sub-Saharan Africa economies have been reported as having the lowest level of productivity (Coole, 2009).

Nigel, (2009) points out that Human Resources Management practices have significant impact on organizations productivity. According to Nigel training and development, team work, human resources planning and performance appraisal are do influence employee performance.

The constitution of Kenya 2010, gave rise to county governments with the 2013 general elections marking the official launch of 47 Counties, Laikipia County included. Since then, functions and funds have been transferred to the new counties, and new county institutions have gained prominence. The County Governments are under the leadership of the Governors with of a couple of departments as stipulated in the fourth schedule Part 2 of Constitution Of Kenya 2010 namely:- Executive, Treasury, Education, Health. Water, Environment & Natural Resources, Youth, gender and sports, Transport and infrastructure, Agriculture, livestock and fisheries, Tourism, land and planning.

Each function is under the management of an Executive Member assisted by a Chief Officer, but the County Secretary heading the Administration Department is the Chief Executive Officer. The chief officer is mandated to ensure that there is smooth operation of the County (Alande, 2013).

Strikes and go slows have been witnessed in most of the counties since their inception. Alande (2015) has pointed out the case of increasing client complaints being experienced in almost all counties mainly because of poor service delivery. In Laikipia County, there has been a hue and cry over the quality of services ranging from poor garbage and solid waste management, pollution, water shortages and poor roads among others. The main reason cited is poor service delivery by the employees. This is nothing other than poor performance meaning that the employee productivity is very low. This has challenged the researcher to examine the factors that influence the employee performance in Laikipia County. Understanding such factors could enable the county raise the employees performance so as to provide satisfactory services and in a better way.

1.2 Problem Statement

After the Promulgation of the constitution of Kenya 2010 and thereafter, the 2013 general election, a number of people left other sectors of the economy including renowned companies and joined the work force of the County governments (Chebet, 2015). This was as a result of perceived attractive compensation and better terms of engagement, coupled by high level of optimism which a lot of people had. It was then expected that the quality of services, effectiveness and efficiency by employees would be irreproachable. This is not the case as quite a number of studies have pointed out the poor performance of

employees in various County Governments. Various reasons have been cited for this state of affairs. Some of the reasons cited include subjective performance appraisal, poor working conditions, leadership method, employee management method, training, compensation, and political factors. This study embarks on trying to determine those factors which affect employees' productivity in County Governments to the due to many complaints documented on the poor services offered to citizens by the County Governments.

1.3 General Objective of the Study

This study has the general objective of explaining the factors that affect County Government's employees' productivity in Kenya.

13.1 Specific Objectives

- i. To establish the effects of staff skills on employee's productivity at Laikipia County Government
- ii. To examine the effects of leadership style on employees productivity at Laikipia County Government
- iii. To establish the effect of Motivation on employees productivity at Laikipia County Government
- iv. To examine the effect of Performance Appraisal on employees productivity at Laikipia county government

1.4 Research Questions

- i. What is the effect of skills on employee productivity at Laikipia County Government?
- ii. What are the effects of leadership style on employees' productivity at Laikipia County Government?
- iii. What are the effects of motivation on employees' productivity at Laikipia County Government?
- iv. How does performance appraisal affect employees' productivity at Laikipia county Government?

1.5 Justification of the Study

This study will be useful to the County Governments in Kenya. It will help to understand the perceived factors affecting employee performance in the devolved system. Results of this study could be used by the County Governments in formulating the necessary human resource management policies and strategies that will culminate in the counties giving better service to the citizens of this country

Other scholars who may want to carry out similar studies in future will find this study useful as it will assist them gain a better insight in the dynamics affecting the human resources in county governments.

1.6 Scope of the Study

The study focused on Laikipia County government staff members who are based at the headquarters in Nanyuki Town. The target population is the Laikipia county government employees who working at the county headquarters in Nanyuki town.

The study focuses on the factors of staff skills, leadership, motivation and Appraisal and how they affect employee productivity. The study covers a period of six months from February to august 2017.

1.7 Chapter Summary

This chapter has discussed the background to the study, the research questions and justified the study. The chapter has been able to clearly spell out the problem that is under study and why, in the author's view, it is important to carry out the research as it will be beneficial to the general public, scholars and the County Governments in Kenya.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter reviews the various theories that inform the understanding of employee productivity. The chapter presents the empirical literature that explains how various factors affect employees' productivity in an organizational setup as explained by other scholars.

2.1 Theoretical Literature Review

Various human resource management theories are reviewed here to inform the study on how human resources are influenced by various factors. There are several human management theories and motivation theories that explain the how workers can be made to be more productive. These theories are primarily used to inform the direction of this study

2.1.1 Management Theories

2.1.1.1 Classical Approach Theory

The Classical approach theory emphasizes Training on the job and the provision of monetary incentives to raise employee performance. According to the theory, it is possible to increase productivity from individual workers. This can be done through training the workers on the job. This can be enhanced by providing incentives to the employee. Monetary incentives are cited as one way of motivating the employee. According to this theory, the two, (Training on the job and the provision of monetary incentives) can act as the major factors for higher levels of output.

The twin goals of Productivity and efficiency as explained by Fredrick Taylor's principles of scientific management offer a scientific approach on raising productivity. Such an approach as explained by Taylor comprises of three central elements:

Gathering knowledge of employees' abilities to work based on the work process used, tightly controlling workers activities by removing discretion, standardizing work procedures and time allowed for each procedure. Through this approach, the worker is made to believe that they will get compensation commensurate with their input while the management can expect increased output. For the employee to maximize his compensation, he needs to reach peak performance (Owen et al, 2007).

2.1.1.2 Systems Approach Theory

According to Jackson, (2007), the systems approach theory indicates that everything in the organization is linked to everything else in the organization. As such, there is a place for everything and everything in its place. At the final end, there is stability in the organization. Jackson concludes that it is the management who has the responsibility to plan, organize, control and coordinate all the activities of the organization.

According to (Hatch, 2006), the systems approach focuses on the interrelationships of structure and behavior. The organizational structure will modify behaviour and vice versa. The organization is seen both as a whole and as part of a larger environment. This environment includes the relationships between the technical and social variables within the system. In this regard, technology is believed to be a critical factor affecting the organizational design contrary to the assertion of one way relationships as seen in the classical theory.

From the arguments of Judge (2007), the systems theory of organization consists of five components; inputs, process, outputs, feedback and environment.

According to judge, inputs are the material, human, financial and the information resources transformation, process is the management's use of production technology to change the

inputs into outputs, Outputs include the organization's products and services. Feedback is the knowledge of results that would influence the selection of inputs. The Environment is the social, economic and political forces that influence the organization.

According to Jackson (2007), employing Henri Fayols' Principles of Management can result to more and better work from the same effort through the benefits of specialization. This, in addition, has to be in an environment where discipline and authority are paramount. From Jackson's arguments, authority brings in responsibility and so generates useful actions. Here, discipline is essential such that workers receive orders from only one supervisor thus providing a unity of direction. From this argument, it is clear that effective coordination requires that there should be one leader and subordination of individual group interests with the interests of the organization taking precedence over those of the individual. However, respect for line authority needs to be reconciled with the need for initiative at lower levels order in the organization's hierarchy.

The Contingency Approach

According to Judge et al (2007) the contingency approach emphasizes the need for flexibility. There is no one best way to structure or manage organizations but management decisions should take situational and contextual factors into account. Management's job is to learn and identify the specific characteristics of the situation and then fit solutions to overcome these contingencies.

The size of the organization, the technology employed, the industry characteristics and the environment in terms of external changes and uncertainty are some of some of the Contingency factors influencing organizational design and effectiveness.

the contingency theory is criticized on the basis of lacking a clear description of what the organization is in light of the fact that some businesses have the ability to create can create their own environments or influence the existing environment to their advantage. The contingency

approach draws attention to the possibilities of different structures of the organization, each with a different impact on the organizational effectiveness (Judge, 2007).

2.1.2 Motivational Theories

Many commentators on the theory believe that motivation is the driving force behind human behaviour. For the many proponents of this approach to employee motivation, businesses are basically formed with the intention of achieving certain objectives and thus to be successful. Despite this, businesses or organizations are run by human being or human resources. It is not lost in this approach that human resources are the most difficult resource to manage for any organization. People have to be interested enough in what they are set out to do in the organization if they are to perform in the way they are expected to. If they are not interested and are not driven into action from within, there is little the organization can do to improve its performance (Rousseau, 2009).

According to Mullins (2007), employees need to be motivated. Mullins describes Motivation as a managerial process of engaging employees into behaviour whose objective is to drive the organization to effectively achieve its objectives. Other scholars when analyzing this approach define Motivation as a process that is initiated by a physiological or psychological need, which causes a specific behavior or drive in order to achieve a goal or incentive. In this definition, motivation is seen in three dimensions which are independent and interacting elements, needs, drive and incentives.

Mullin (2007) defines motivation as the 'degree to which an individual wants are met. The employee will choose to engage in certain specified behaviors' depending on the level of motivation. Accordingly, employee's behavior is determined of by the availability of what motivates them.

Rousseau, (2009) argues that the underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goal in order to fulfill some need or expectation. Their performance is a product of both ability and the level of motivation. The relationship between organization and its members is influenced by what motivates them to work and the rewards and fulfillment they derive from it. The work organization, and the design and content of jobs can have a significant effect on the satisfaction of staff and their levels of performance (Rousseau, 2009).

Hatch et al (2006) explains that the management needs to know how best to elicit the cooperation of staff and direct their efforts to achieving the goals and objectives of the organization. He has strongly hinted that motivation is the key to achieving organizational objectives. To Hatch, Motivation could be extrinsic or intrinsic. Motivation is extrinsic where tangible rewards such as salary and fringe benefits, security, promotion, contract or service, the work environment and conditions of work are the primary causes. Such tangible rewards are determined at organizational level and may be outside the control of individual managers. However, the organization as a whole should cultivate this type of motivation by putting on place systems that work towards the provision of such.

Intrinsic Motivation results from the provision of psychological rewards. Such rewards include the opportunity to use one's ability. This is simply empowering the individual employee by the provision of such things as individualized training. According to Armstrong (2006), making work challenging to the employee raises the worker's motivation. Other such motivators include the employee receiving some form of appreciation and positive recognition. To Armstrong, these motivators are available to line managers and can be employed with a very high degree of success.

2.2 Empirical review

2.2.1 Employees Productivity

According to Elliot (2009), employee productivity is basically related to performance in terms of individual goals. Again, performance measurement is one of the most difficult topics for managers. Measuring performance is similar to performance appraisal. Performance appraisal provides an assessment of how an individual employee is performing and gives an insight into what such an employee would have to do to raise their effectiveness. Some employers peg employee remuneration on the basis of their scores in performance measures. There many aspects that are looked into during such exercises. The most prominent is arguably the rate of completion of assigned tasks, the accuracy and deliverability of such tasks. According to Coole, (2012) such measures are difficult at best and re often inaccurate. In such circumstances, relying on them for anything could be prejudicial to the employee. Coole adds that they are subjective rather than objective and as such should not be a basis for determining emoluments to employees.

Productivity has been described by Herti, et al (2011) as the level of an individual's work achievement after having exerted effort. They believe that productivity is an individual phenomenon. However, certain environmental factors will have a significant bearing on performance. According to Herti, determining the individuals work as attempted by various evaluations gives the organization certain advantages. Evaluations and assessments could also have a negative influence on the individual. Herti, however, points out that successful organizations in the private sector are adherents of the various work measurement and evaluation schemes. Hatch (2006) gives the example of certain organizations that have seen sustained superior performance over the years. He also links these organizations' success to their superior organizational culture. Measuring performance is part of that corporate

culture. Organizational structures and advanced human resource management practices, including the use of realistic job pre-view techniques as well as employee evaluation have also been cited as part of that organizational culture (Harackiewicz, 2003).

The concern of managers at different levels in organizations centers is effective in improving productivity (Mamoria, 2004). The organizational culture should inspire co-operation and teamwork, from top to bottom in the company. The manager should provide incentives to workers in an organization, preferably by transferring a suitable kind of leadership to bring about the kind of organizational culture where people identify their interests with that of the cooperation. The managers should also find out the kind of organizational culture where people identify their interests with that of the corporation, find dignity and satisfaction in their work, with consequent effects on increased productivity, morale and pride in being part of the organization (Marten, 2012).

2.2.2 Staff Skills

Lawrence, (2010) argues that skills development in organizations is a key plank in improving organizational performance. For organizations to become competitive, it must have the skills needed for its sector. This means that organizations that go out of their way to have their employees acquire the necessary skills will ultimately do better than those who frown at such undertakings.

Skills are acquired through training and practice (Pigors P, 2007). Training should be planned, should be systematic and should also be geared towards obtaining some predetermined objectives. Pigors demonstrates the positive co-relationship between training

and performance. This is because of the fact that training imparts the ability to perform the tasks with ease and efficiency

Training generates benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior, Organizations that are dedicated to generating profits for its owner's shareholders, providing quality service to its customers and beneficiaries, invests in the training of its employees (Pigors P, 2007).

Training should be tied to the potential of earning more money; this is a highly motivating factor since because a highly motivated trainee learns much more quickly than a less motivated trainee. The possibility of promotion and or recognition also influences the learning curve. The learning curve is steeper where the two are a real possibility.

The management should also prompt the employee to acquire more training. This is through communicating to the trainee that such possibilities are possible where new skills and competencies in line with the organization's objectives are acquired (Elliot. 2009). Productivity can be defined as the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed. Efficiency and effectiveness are ingredients of performance with training being a way of increasing individual's performance (Shaker A, 2003).

According to Nigel et al (2009) employee's productivity must be expressed as measure of how well the individual workers output compare to some set standard. Good performance shows a high measure against the set standards. In every organization there are some expectations from the employees with respect to their performance. And when they perform up to the set standards and meet organizational expectations they are believed good performers. Functioning and presentation of employees is also termed as employee performance.

This means that effective administration and presentation of employees' tasks which reflect the quality desired by the organization can also be termed as performance (Marten, 2012).

2.2.3 Leadership

A leader is considered as a person with the ability to persuade others to his/her views and thus a course of action. The Leader, thus, is able to take his followers with him through a process of guiding and influencing others to in achieving some predetermined goals. The leader has to interact with the followers in some way for him to be able to influence them. In an organization, the leader will try to influence the behavior of employees with the aim of having them assist the organization to achieve its objectives. Any leader should be able to inspire those he is leading, make appropriate decisions and show them the best way to achieve whatever they set out to do. Leadership is thus responsibility to lead others to achieve organizational goals: (Kradwoski, 2004).

A manger is basically a leader for those under them. As such, according to Kotler (2003), Managers have to positively inspire their workers to achieve better results. They are leaders. Managers may be overwhelmed by their responsibilities as a lot is expected of them. To acquire all the necessary skills necessary to ensure that managers are leaders, they have to accurately predict what would happen in the foreseeable future and plan for such. An organization therefore needs to nurture new manager's who will take the organization to higher levels of performance. Harackiewicz, (2003) has identified poor leadership as a major reason for low morale and unsatisfactory employee performance.

It is understood that mangers are leaders and they are nurtured. However, before this can happen, a good assessment of the character and deportment of the potential managers must be carefully assessed. Coole, (2012) notes that star performers in the operational areas are

not automatic leaders. So only those with leadership qualities should be considered for such crucial posts in the organization.

Supervision also requires that one become a leader so as to effectively supervise others. Herti, et al (2011) in their study noted that the relationship between a supervisor and those he/she is supervising has a significant effect on productivity. In this case, poor relationships results to the breeching of employees' right to good treatment and thus low fulfillment of psychological needs. The end result is poor organizational performance. Being confident and decisive often endears supervisors to those under them which promote a positive relationship as argued by Hagberg, (2014).

Bosses are expected to be in tune to their people. Lawrence (2010) notes that bosses are expected to take charge effectively of the team they lead. This is echoed by Elliot (2009), who argues that getting and giving credit, taking responsibility and providing psychological safety are some of the responsibilities a good supervisor should take up. Hands-on transactional management provides an opportunity for supervisors to produce results from their teams. It is believed that a good supervisor will most likely translate to improved employee performance.

A prerequisite to corporate success it is the way its leaders apply management techniques. Many authors note that the techniques must start from within the organization and they should include mechanisms to ensure commitment. According to (Judge. 2007), communication, quality management, benchmarking, process improvement and measurement are some of the techniques available to a manger who wishes to improve.

2.2.4 Motivation

Armstrong (2006) defines motivation as the psychological process that arouses and directs people's goal-oriented behaviour. They ask why people do the things they do and they answer that they are mainly motivated to fulfill their wants and their needs. They continue to suggest that motivation can result from two types of rewards. First is extrinsic reward which is the pay off, such as money a person receives from others for performing a given job. The second is intrinsic reward which is the satisfaction in performing the task itself and a feeling of accomplishment. Also says that there is now substantial research showing that motivation brings high employee (Consuelo, 2010) involvement in organization activities and this enhances the perceptions of employees since they feel valued by the organization.

Armstrong (2006) argues that capacities of employees are not only the product of their competencies but also of the motivation and opportunities to utilize those competencies. He says that Motivation can come in the form of financial incentives, the opportunity to get involved in company projects, a career path that leads to growth and direct involvement in management. He also observes that human resource management literature has largely emphasized the use of performance-based pay, feedback, employment security, recognition, teamwork and training to motivate employees. Motivation can create a productive work force but lack of motivating factors can leave employees searching for reasons as to why they should give their maximum efforts in their work (Coole, 2012).

Staff motivation improves employee performance by creating a favorable environment for work and gives employees positive attitude and morale towards work.

2.2.5 Performance Appraisal

According to Armstrong (2006), performance appraisal is the identification, measurement and management of the human resource performance in an organization. He argues that organizations conduct appraisals for administrative purposes and to ascertain employee performance. Employee performance appraisal can also be seen as a process of assessing, summarizing and developing the work performance of an employee in an organization in order to improve employee productivity in the organization he further indicates that the much of the employee performance literature and the emphasis of developing employee competencies and improving employee performance are derived from the resource-based perspective of business strategy which is used for achieving business goals (Hagberg, 2014).

Under the resource-based perspective, competitive advantage is derived from a firm's physical, human, and organizational resource and that the human resource controls all the other resources and thus should be continually checked to ensure it is performing according to set standards (Hatch, 2006). Coole (2012) says that performance appraisals help employees understand how they are doing in relation to objectives and standards of their job. The feedback given to the employee will help them improve their perceptions towards their work. Accordingly, a good performance appraisal system will identify performance standards and core competencies and communicate them to employee. Periodical appraisals help the company to compare employees' performance with desired performance and to take apt and appropriate decisions for further improvement. High performance may merit salary increment, bonuses or promotion says that performance appraisals are used to describe how well individuals perform their work.

The success of performance appraisals depends on the frequency of feedback concerning the performance of the employees. According to, feedback should be provided on a regular basis as it will improve employee perceptions towards their work. The performance

appraisal systems began as simple methods of income justification (Alande, 2013). The process was firmly linked to material outcomes.

Performance appraisals affect employee perceptions towards work by enabling the employees know what is expected of them on the job **and** measuring the actual performance against the expected performance indicates that employees work hard to achieve set targets. Lack of performance appraisals may reduce employee performance since the employees may relax knowing they will not be evaluated against any set targets .

2.3 Summary and Research Gaps

A look at the available literature on factors that can influence staff performance indicates that the factors involved are many and varied. Usually, a combination of several of these factors is responsible for the state of affairs that an organization finds itself in on matters of staff productivity. Several theories have been put forth to explain this phenomena. However, the theories fall short of fully explaining the state of affairs and more so on new entities such the county governments.

Motivation, skills of the employees, leadership style and performance appraisal have been defined adequately by various scholars. However, not one scholar has fully explained the precise effects that any of these factors will have on staff effectiveness. There is also need to take cognizance of the fact that, the county governments are relatively new entities with a different standard on what is regarded as effectiveness, efficiency and ability to give service. Being nonprofit making bodies, they are driven by a different set of objectives from the common objectives of profit for the majority of organizations mentioned or explained in the available literature.

From the argument above, it becomes clear that there is a very clear and wide gap between what is known on the effects of motivation in private sector organizations and what it could

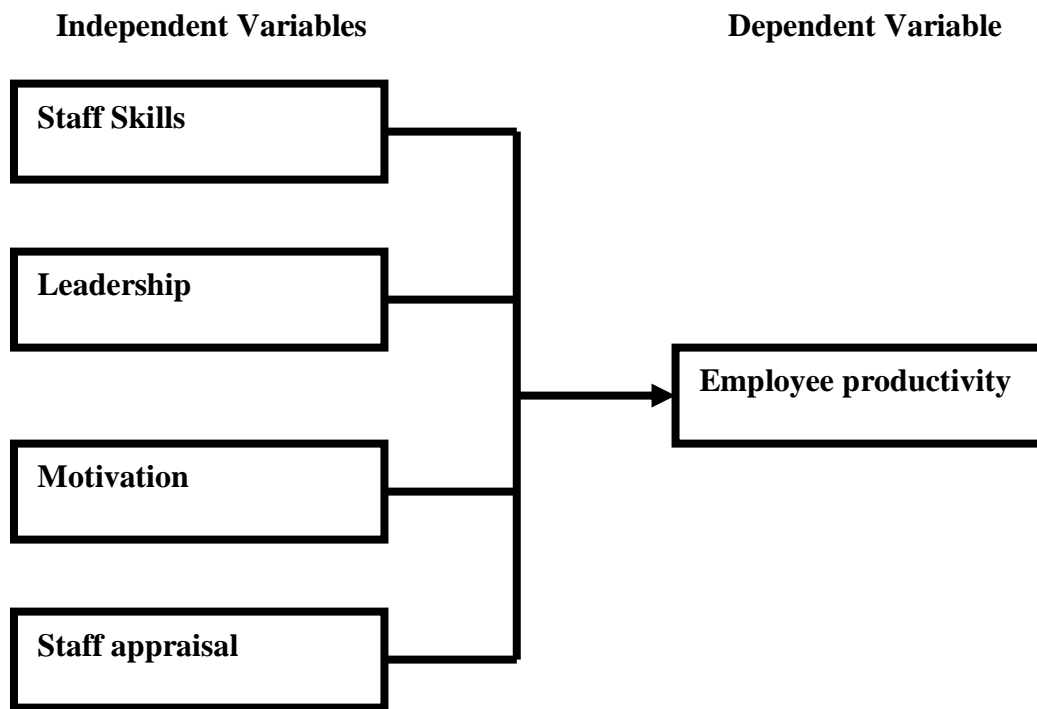
possibly be in a new entity with very high expectations on the part of clients but with very different objectives. This research will try to bridge such a gap as far as the four factors being studied are concerned. This means that by zeroing in on the precise effects of these factors on the performance of employees (employee productivity) as spelt out by the specific objectives of the study.

The theories reviewed in this study have been developed under a very different environment. This is not to say that they are inapplicable as far as County Governments in Kenya are concerned but more so, there is need to actually test how they work under the environment we have today.

Staff appraisal has been hailed as good move to assess the effectiveness of staff in carrying out their assigned duties. However, the reviewed literature seems to discourage its use as it could be detrimental to staff morale and hence motivation. This calls for the need to actually assess its precise effects as far as the county governments are concerned.

2.4 Conceptual Framework

Figure 2.1: Conceptual Framework



Source: Author (2016)

Employee Productivity:

Optimal employee result as a result of the Employee efforts based on measured performance outcomes.

Skills:

Organizational activity aimed at improving employee Skills levels to enhance their efficiency and effectiveness. It is also known as learning.

Leadership:

A supervisor's style of providing direction to the team they supervise, implementing plans and decision making processes in their day to day job roles.

Motivation:

Is the actions including the benefit that employee receive in the form of pay, wages and also some rewards like monetary exchange for the employee's to increases the their work output (Performance)

2.5 Operationalization of Variables

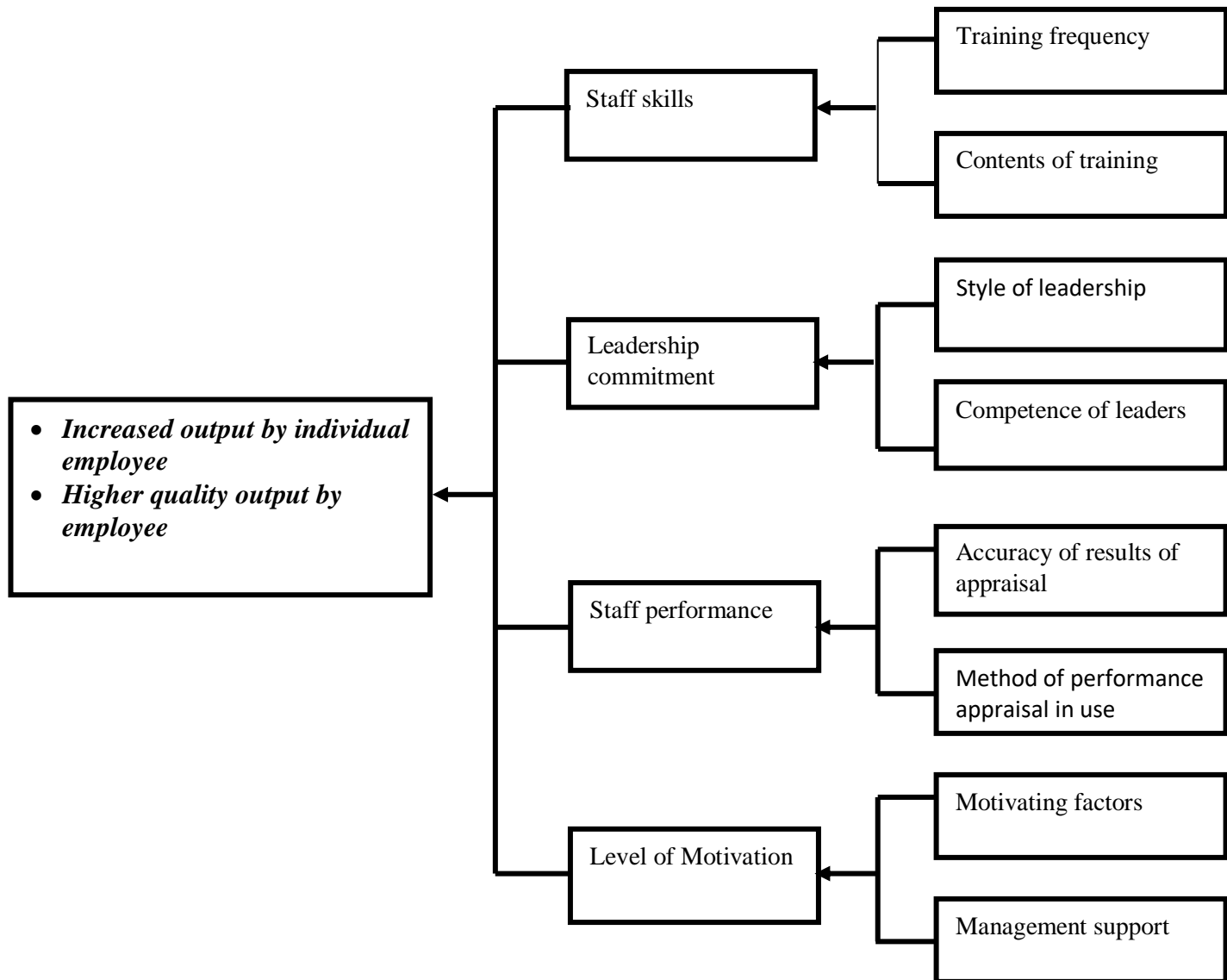


Figure 2.6: Operational Framework

2.6 Chapter Summary

This chapter has extensively looked at the available literature on the factors under investigation. Several theories dealing with the subject of what influences employee performance have been examined. At the same time, the empirical literature has been looked at in order to come up with a better understanding of the effects of various factors on employee performance. From that review the chapter has identified the areas that need to be looked into in order to bridge the gap between what is currently understood and what needs to be understood as far as the subject is concerned.

Finally, the chapter has portrayed a schematic representation of the relationship between the independent factors and the dependent factor. This is necessary so as to clearly see the interdependencies between all the factors in play and the independent variable.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This section describes the research design, target population, sampling design and sample size, and the data collection methods that were used. The chapter also discusses validity and reliability of research instruments, data collection method and procedure, analysis and presentation techniques and the ethical considerations of this study.

3.1 Research Design

This study has adopted a descriptive survey research design. This is because it attempts to collect data from members of a population in order to determine the current status of that population in respect to one or more variables. In addition, descriptive research design was thought suitable because the researcher was to collect data and report the way the situation is without manipulating any variable as explained by Consuelo, (2010).

3.2 Target Population

The target population was all the employees of County Government of Laikipia who are stationed at the county headquarters in Nanyuki town. The County Government of Laikipia human resources department has listed 1875 employees who are based at the Nanyuki headquarters. The employee databank indicated that the organization had a total of 1800 employees spread between eight ministries and directorates. The target population

was thought sufficient to allow for generalizations on determinants of employees productivity in County government of Laikipia and the other County government in Kenya. The targeted population is spread as indicated in table 3.1.

Table 3.1: Target Population

Ministry/Directorate	Number of Employees
Public Service and County Administration	310
Finance & Economic Planning	240
Health	256
Agriculture, Livestock and Fisheries	120
Water, Environment and Natural Resources	95
Land, Infrastructure and Urban Development	360
Directorate of Energy, Roads and Transport	280
Education, Gender, Youth, Sports and ICT	139
Total	1800

Source: CGL Human Resources Department (2016)

3.3 Sample and Sampling Technique

3.3.1 Sample size

The main factor to consider in determining the sample size is the need to keep the sample size manageable enough. A sample size of between 10 and 30% of the population is considered as adequately representing the population it is drawn from.(Consuelo, 2010). A sample size of 10% will be used to ensure that the sample size is manageable enough.

3.3.2 Sampling Technique

The study has employed the Stratified random sampling method to get a suitable sample from the population. Employees are grouped in their respective categories and then randomly selecting 10% of the respondents from each category. This allows every individual to have a chance of being included in the sample. The sample population is as shown in Table 3.2.

Table 3.2: Sample Population

Ministry/Directorate	Population	Sample size
Public Service and County Administration	310	31
Finance and Economic Planning	240	24
Health	256	25
Agriculture, Livestock and Fisheries Development	120	12
Water, Environment and Natural Resources Management	95	10
Land, Infrastructure and Urban Development	360	36
Directorate of Energy, Roads and Transport	280	28
Education, Gender, Youth, Sports and ICT	139	14
Total	1800	180

Source: Author (2016)

3.4 Research Instrument

The research used a questionnaire as the research instrument. The questions were designed to elicit responses appropriate to the questions that needed to be answered for the study to achieve its specific objectives. The Questionnaires were distributed to randomly selected staff in their respective offices. This provided an opportunity for respondents to think through their answers and consult where necessary.

3.5 Pilot Study

Since the questionnaires were self-administered they were pre-tested to ensure elimination of vague questions for ease of understanding by giving a few to some of the employees before the actual study. The responses obtained from these initial questionnaires guided the research in formulating appropriate questions that enabled respondents to provide relevant and precise information needed for the research. They also made tabulation of information much easier among other benefits of using the tool

3.6 Data Collection Procedure

3.6.1 Validity

A pilot study was conducted to help establish content validity of the questionnaire. The questions were carefully constructed and refined after the pilot study. The research instrument was also reviewed and amended by experts in the area of study

3.6.2 Reliability Test

To establish the reliability of the questionnaires the instrument was provided to a total of 35 respondents (at least 10% of the sample size) at the county government. The reliability respondents were repeatedly asked the same questions and the answers were eventually used in the construction of the final questionnaire.

3.7 Data Analysis and Presentation

Both qualitative and quantitative data was collected. Data collected was then be classified according to the properties that characterized each of them. Respondents' total scores and percentages were used to analyze the data. Respondents' scores were analyzed in descriptive

statistics using tables and percentages. Furthermore charts and graphs are used in presentation the results of data analysis.

3.8 Ethical Considerations

The researcher obtained an authorization letter from MUA and from the CUE giving her permission to conduct research. The researcher carried the letter during data collection and presented it to appropriate authorities to be allowed to conduct research. The respondent in this study were not required to use their names or provide any form of identification.

Full consent of all respondents was sought before the questionnaires were administered. All subjects were assured of total confidentiality and the data obtained was to be used for research purpose only. The study tried to avoid creating any form of risk to the participants. There were no direct benefits to the respondents but the results are expected to be of value to the entire organization.

3.9 Chapter Summary

The chapter has discussed the methodology used in conducting this research. The questionnaire is the primary data collection tool used to collect data from the field. The study used a target population of 1800 individuals who are employed by CGL and are based in Nanyuki. From this population, a sample comprising 180 individuals was drawn on a stratified random basis to ensure that all individuals in every department had a chance of being selected into the sample.

Data analysis was manual where every question responded to by an individual was analyzed individually and interpreted accordingly. The analyzed data is presented in terms of charts and tables.

The study has considered all relevant ethical and logistical aspects and this has been taken care of to ensure that individuals' rights are not violated and they are not inconvenienced.

To ensure validity and reliability the study has computed the relevant coefficient using the Pearson Product-Moment Correlation Coefficient formula and has had experts test the questionnaire.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter will present the research findings according to research questions, discuss the limitations encountered during the research and how the researcher resolved them and finally give a summary of the chapter.

4.1 Presentation of Research Findings

4.1.1 Response Rate

The researcher issued 180 questionnaires. Out of those questionnaires, only 10 were found to be unusable because they were not filled. The rest were found to be in order and thus the responses could be analyzed. This gives a response rate of 94%. According to Mugenda (2009), a response rate of 50% and above is considered adequate and data can be analyzed thereof. The response is as shown by table 4.1 below.

Table 4.1: Response Rate

<i>Number of questionnaires issued</i>	<i>Number of questionnaires returned and filled</i>	<i>Response rate (%)</i>
<i>180</i>	<i>170</i>	<i>94</i>

Source: Field Data (2017)

4.1.2 Gender of Respondents

Table 4.2: Distribution of Respondents by Gender

<i>Gender</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Male</i>	<i>110</i>	<i>61.1</i>
<i>Female</i>	<i>60</i>	<i>33.3</i>
<i>Non response</i>	<i>10</i>	<i>5.6</i>
<i>Total</i>	<i>180</i>	<i>100.0</i>

Source: Field Data (2017)

Males constituted the majority at 61% of the valid responses while females were 33% of the valid responses. In this respect, the organization meets the requirement of gender parity by having at least a third of the female gender as employees. For the research, there is likely to be a balanced opinion on matters being asked as there is enough of each gender.

4.1.3 Distribution of respondents by Age

Table 4.3: Distribution of Respondents by Age

<i>Age group</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>18-25</i>	<i>6</i>	<i>3.3</i>
<i>26-33</i>	<i>20</i>	<i>11.1</i>
<i>34-41</i>	<i>40</i>	<i>22.2</i>

41-48	42	23.4
49-56	40	22.2
57 and above	22	12.2
Non response	10	5.6
Total	174	100.0

Source: Field Data (2017)

The majority age group here is aged between 41-48 years representing 23% of the population. From the distribution, the organization's workforce has all working ages represented here. This indicates that there is no bias by one age group and the responses are therefore valid as they will reflect all ages.

4.1.4 Education Levels

Table 4.4: Education Levels

Education Level	Frequency	Percentage (%)
Primary school	0	0.0
Secondary School	50	27.8
Diploma	74	41.1
Degree	42	23.3
PhD	4	2.2
Non response	10	5.6
Total	180	100.0

Source: Field Data (2017)

Data collected and analyzed shows that the majority of the employees at the county government of Laikipia have attained at least some post secondary level of education. Those holding a diploma certificate are 41.1% of those sampled, secondary school certificate holders are 27.8%, with degree holders are 23.3%, while none hold only a primary school certificate. The indication is that the level of education here is relatively high with employee trained in various fields to relatively high levels. We can expect the level of skills to be high.

4.1.5 Need for Professional Qualifications

Table 4.5: Need for professional Qualifications

	Frequency	Percentage (%)
Strongly agree	50	27.8
Agree	100	55.5
Strongly disagree	6	3.3
Disagree	10	5.6
Neutral	4	2.2
Non response	10	5.6
Total	180	100.0

Source: Field Data (2017)

There is agreement by the majority that there is need to have professional qualification for the work they do. The majority agree (55.5%) followed by 27.8 percent who strongly agree that one needs to have professional qualification for the work they do. This question

and the response indicate the need to have the professional skills to perform the duties assigned.

4.1.6 Frequency of Trainings/Seminars per year

How many times do you attend trainings/seminars per year?	Frequency	Percentage (%)
Several times per year	20	11.1
Once per year	30	16.6
Never	120	66.7
Non response	10	5.6
Total	180	100.0

Source: Field Data (2017)

Majority of employees (66.7%) do not go for any trainings or seminars at all. The indication is that the majority of employees do not upgrade their skills at all. Only a minority (11.1%) and probably the top managers of sections go for seminars severally per year. Without upgrading the skills, we cannot expect the productivity to increase among this big majority.

4.1.7 Professional Qualifications and Productivity

Table 4.7: Professional Qualifications and productivity

Professional qualifications :	Frequency	Percentage (%)
Greatly enhances productivity	120	66.7

Moderately enhances productivity	30	16.5
Does not enhance productivity at all	10	5.6
Don't know	10	5.6
Non response	10	5.6
Total	180	100.0

Source: Field Data (2017)

From the analysis of the responses, the majority (66.7%) are of the view that professional qualifications greatly enhance one's productivity. For 16.5% of the respondents, there is a moderate enhancement of productivity with professional qualifications. There is a small minority (5.6%) who are of the opinion that professional qualifications do not enhance productivity at all while another 5.6% of the respondents do not have any idea whether professional qualifications enhances productivity or not.

4.1.8 Satisfaction of employees with Support given by leadership

Table 4.8: leadership support for employees

Are you satisfied with the support given to you by the HR department?	Frequency	Percentage (%)
Highly satisfied	30	16.5
Satisfied	39	21.7
Dissatisfied	43	23.9
Highly dissatisfied	38	21.1
Neutral	20	11.2
Non response	10	5.6
Total	180	100.0

Source: Field Data (2017)

The majority of employees (23.9) are not satisfied with the support they receive from the top managers in the human resource department. The implication is that the majority do not feel that there is good leadership. There is also a sizeable minority (21.1%) that is highly dissatisfied with the support from the H.R department. This also indicates poor leadership which is not good for improving productivity. However, there is a sizeable number (16.5%) who are highly satisfied with the support they receive from HR.

4.1.9 How well employees are inspired by their superiors to work better

Table 4.9: Extent to which employees feel inspired by their superiors

Level of inspiration by superiors	Frequency	Percentage (%)
Highly inspired	30	16.5
Moderately inspired	39	21.8
Not inspired at all	63	35.0
Don't know	38	21.1
Non response	10	5.6
Total	180	100.0

Source: Field Data (2017)

Superiors do not inspire their juniors according to the majority. From the data analyzed, 35% of employees do not feel inspired by their superiors at all by their leaders, 21.8% feel moderately inspired, while 16.5% are highly inspired. The greater majority who feel uninspired at all indicates that there is poor leadership.

4.1.10 Managements Interest in Motivating Employees

Table 4.10: Management's Interest in Motivating Employees

Management is interested in motivating employees	Frequency	Percentage (%)
Strongly agree	25	13.8
Agree	34	18.9
Strongly disagree	63	35.0
Disagree	38	21.1
Neutral	10	5.6
Non response	10	5.6
Total	180	100.0

Source: Field Data (2017)

The majority are of the opinion that the management is not interested in motivating the employees. This is because the majority (35%) strongly disagree with the statement that management or leadership for that matter is interested in motivating the employees. However, there is a sizeable number (18.9%) who agree with the statement while 13.8% are in strong agreement with the statement. The implication is that leadership is poor as it does not really motivate the rank and file employees.

4.1.11 Sources of motivation for Employees

Table 4.11: Sources of motivation for Employees

Management is interested in motivating employees	Frequency	Percentage (%)
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Remuneration	70	38.9
Working conditions	65	36.1
Recognition	30	16.6
Promotion	5	2.8
Non response	10	5.6
Total	180	100.0

Source: Field Data (2017)

Remuneration tops the list of the factors that motivate employees at the organization with 38.9% of respondents saying that remuneration is their greatest motivator here. Another 36.1% are motivated by working conditions while 16.6% are motivated by being recognized. The implication of this data is that the county government of Laikipia probably does not remunerate its employees as much as they hope for or as according to their perceived worth. Another implication is that productivity cannot be expected to be high with so many employees feeling that they are not motivated enough because their basic motivator is not met.

4.1.12 Level to which the organization provides the motivating factor to employees

Table 4.12: Extent of provision of motivating factor to employees

This organization provides you with what motivates you	Frequency	Percentage (%)
Highly	21	11.6

Moderately	25	13.9
Low	102	56.7
Not at all	22	12.2
Non response	10	5.6
Total	180	100.0

Source: Field Data (2017)

This organization does not provide the employees with what motivates them. According to the data collected and analyzed, 56.7% of the employees feel that the extent of providing them with whatever motivates them is low, moderate (13.9%), and high (11.6%), not at all (12.2%). As such, majority of employees cannot be motivated to improve their productivity.

4.1.13 Satisfaction with performance appraisal System

Table 4.13: level of satisfaction with the performance appraisal system used

To what extent are satisfied with the current performance appraisal system?	Frequency	Percentage (%)
Highly satisfied	12	6.7
Moderately satisfied	25	13.9
Low satisfaction	113	62.8
Not satisfied at all	20	12.2
Non response	10	5.6
Total	180	100.0

Source: Field Data (2017)

The performance appraisal system in this organization is unpopular and there is low satisfaction with its use according to the majority (62.8%). The current system is thus not able to enhance employee productivity as very few of them have faith in it. Only 6.7% of them are highly satisfied. These could be the people who actually perform the duty of appraising performance. There is a sizeable number (12.2%) who are totally unsatisfied with the system in use. Productivity cannot thus be enhanced using the system.

4.4.14 Level of improving individual's service delivery levels with the organization providing the individual's motivating factors.

Table 4.14: Extent individual's improvement with right motivation

To what extent would you improve in your service deliver if you were provided with what motivates you?	Frequency	Percentage (%)
Very high Improvement	92	51.1
Moderately improvement	63	35.0
Low improvement	15	8.3
Not improvement at all	0	0.0
Non response	10	5.6
Total	180	100.0

Source: Field Data (2017)

Should the management organization deliver to employees what they feel motivates them, majority (51.1%) would make a very great improvement in the individual delivery of

services. Another 35% would make a moderate improvement while 8.3% would realize a low improvement individually in their work delivery. No one would not realize any improvement. The indication is that productivity would improve with the right motivator for the individual employee

4.1.15 Effects of performance appraisal on morale of employees

Table 4.15: Impact of performance appraisal on morale

How does performance appraisal impact on your morale?	Frequency	Percentage (%)
<i>Highly improves morale</i>	9	5.0
<i>Moderately improves morale</i>	12	6.7
<i>Not change in morale at all</i>	20	11.1
<i>Moderately demoralising</i>	80	44.4
<i>Highly demoralising</i>	49	27.2
<i>Non response</i>	10	5.6
<i>Total</i>	180	100.0

Source: Field Data (2017)

Performance appraisal is largely demoralizing. According to the statistics collected and analyzed for this study, 44.4% of respondents are of the opinion that to them performance appraisal is moderately demoralizing to them, 27.25% find it highly demoralizing and 11.15 find no change in their moral even after going through a performance appraisal. This data indicates that employee performance appraisal impacts negatively on

individuals' productivity because a demoralized individual cannot be as productive as they would.

4.16 Results of performance appraisal

Table 4.16: Frequency of getting expected results

How often do you receive the results you expected after a performance appraisal exercise?	Frequency	Percentage (%)
Always	4	2.2
Rarely	89	49.5
Never	21	11.6
Don't bother with results	56	31.1
Non response	10	5.6
Total	180	100.0

Source: Field Data (2017)

Rarely do employees get the results of performance appraisal they expected. The majority (49.5) rarely receive the results they expect while 31.1% actually never bother with the results at all. Perhaps the results have frustrated them and as such they don't bother following up for the results. All in all, it can be seen that performance appraisal does not reflect what the employees expect and as such it could read to individuals not having faith in it. As such it would lack credibility.

4.17 Effect of performance appraisal on individual performance

Table 4.17: Effect of performance appraisal on employee performance

How does performance appraisal impact on your performance?	Frequency	Percentage (%)
Highly improves performance	7	3.8
Moderately improves performance	14	7.8
Not change in performance	18	10.0
Moderately lowers performance	84	46.7
Highly lowers performance	47	26.1
Non response	10	5.6
Total	180	100.0

Source: Field Data (2017)

Performance appraisal lowers individuals' performance. According to the majority (46.7%), performance appraisal moderately lowers performance and for 26.1%, performance appraisal highly lowers performance. Only 7.8% of respondents feel that performance appraisal moderately improves performance while 3.8% feel that it highly improves performance. From the earlier question, it was found that appraisal is demoralizing to the majority of employees and as such we can expect their performance and hence productivity to go down.

4.2 Limitations of the Study

The study faced some very significant limitations. For one, access to the offices of the CGL was limited. In some instances, completely denied. As such, getting respondents to

respond to queries raised through their submissions was not easy. The researcher had to have some prior appointment with certain individuals so as to meet and have them clarify things.

A lot of the information needed for the research was considered confidential by a lot of the respondents. However, by assuring them it was for research purposes only, they eventually opened up and provided the necessary information albeit reluctantly.

A lot of the targeted respondents were really very busy in their work and could barely have time to fill the questionnaire. Some filled it hurriedly requiring the researcher to have to revisit them to clarify some issues. By scheduling collection of the filled questionnaires after three days, this problem was minimized.

4.3 Chapter Summary

This chapter has presented the data as per the research questions. The data is as collected and analyzed from the field, there is an extensive use of charts to present the findings with each response analyzed and interpreted individually. The interpretation is reflective of what was gleaned from the theoretical review and the empirical review. The chapter also gives a summary of the limitations faced while conducting the research and the steps taken to handle these limitations. The major finding in this analysis is that the county government needs to motivate the employees and desist from carrying out performance appraisals as they are currently done. The data and consequent analysis shows that these two actually lowers the productivity of the employees to very large extent.

The chapter has also shown that the employees are fairly well skilled and have relatively high levels of education which could lead to the expectation of highly productive individuals. However, there is rarely any case of skills upgrade as employees rarely go for training or even seminars. This can explain the relatively low productivity. Again, due to low

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

This chapter aims to give a summary of the research findings, give recommendations on how productivity can be positively influenced by working on motivation of employees, leadership, working on the skills of the employees, and by suitable employee adopting employee appraisal methods or systems. This is as guided by the research findings as discussed in chapter four. Also, the chapter concludes the study by enumerating the findings as per the objectives of the study.

5.1 Summary of Findings

The response rate for this study is very high at 94 %. As mentioned in the analysis, this rate means that the study findings are representative of the population and as such valid. Gender wise, though males are more than females, still the sample population meets the agreed minimum of gender parity where neither gender is less than 60% of the total. Males constitute 61% of the population while females constitute the rest (39%). All working ages are represented by the sample population. That is there are representatives from the lowest working age of 18 years to the age of 57 years and above. This indicates that there is no bias towards any one age group and the responses are therefore valid as they reflect all working ages.

Employees are well educated with all levels of education from secondary school to PhD being represented. This indicates a high level of skills amongst the population. The expectation is that due to the high levels of education, productivity of the individual should be high. However, there are other factors in play here other than education. Hardly do the employees advance their training through seminars and other means of imparting skills and knowledge. The effect is that skills do improve productivity but they need to be upgraded regularly. This does not happen here as only a minority attended trainings and seminars on a regular basis. Still, there is general agreement that there is need to have professional qualifications for the work or tasks one does. Those without such skills need to have them, yet they hardly ever attend any training and it can be safely assumed that such skills are absent amongst the majority of the workforce. The overall effect is that skills improve productivity but one needs to constantly update them to maintain that productivity. For this county government, it needs to have the employees attend regular trainings to enhance their skills by organizing for seminars, in-house trainings etc. this is clearly shown by the statistics where the majority (66.7%) agree that professional qualification greatly enhances productivity of the individual.

In this organization, employees are not motivated. They are of the opinion that the leadership does not support them adequately. Without leadership support, productivity cannot be expected to be high. Further analysis of the collected data supports this assertion. The majority of employees (23.9) are not satisfied with the support they receive from the top managers in the human resource department. The implication is that the majority do not feel that there is good leadership. The effect on productivity is largely negative.

Support for this comes from the fact that few feel inspired to do better their leaders. This is because the majority, (35%) feel that the leadership does not inspire them at all. Additionally, there is ample evidence that the leadership does not and is not interested in motivating the employees. The support comes from the fact that 35% of the population are of the strong opinion that management is not interested in motivating the employees.

Employees are largely motivated by a good remuneration as is the feeling of the majority at 38.9%. Further analysis indicates that the management does not provide the motivating factor to an appreciable extent. This is the opinion of 56.7% of the population. The import of all this is that the employee is not motivated as much as he/she could be. From the empirical literature, it is a fact that motivated employees are more productive. Thus, productivity in this organization is low simply because the employees are not motivated. Therefore lack of motivation for any reason should lead to low employee productivity. This is borne by the data analyzed which points out that Should the management organization deliver to employees what they feel motivates them, majority (51.1%) would make a very great improvement in the individual delivery of services. The indication is that productivity would improve with the right motivator for the individual employee.

The performance appraisal system in this organization is unpopular and there is low satisfaction with its use according to the majority (62.8%). The current system is thus not able to enhance employee productivity as very few of them have faith in it. The effect is that the appraisal system in place has lead to lower levels of productivity among the

employees of the organization. A further analysis clearly demonstrates this fact. From the statistics, 44.4% of respondents are of the opinion that to them performance appraisal is moderately demoralizing to them. There is a good reason for this. The reason is that the majority of employees (49.5%) rarely ever get the results they expect. The effect of this is that performance appraisal lowers individuals' performance according to the majority (46.7%).

5.2 Recommendations

From the study, several recommendations may be made. For one, there is poor leadership that is uninspiring to the majority of employees. For this reason, the management needs to change its leadership style and adopt a leadership style that inspires the employees to reach higher in their service delivery. This if adopted will raise productivity of the employees. This is because there is a direct relationship between the type of leadership and productivity as established in the analysis. This applies to all other similar organizations (county Government). They need to have inspiring leadership if the level of productivity is to rise.

Motivation is a factor of productivity as demonstrated by the findings of this study. However, employees are motivated by different things. Top among them is remuneration and management of every organization needs to recognize this and provide it. Should this happen, level of productivity will rise accordingly. It is recommended that the management should go out of its way to motivate employees for productivity to rise. Again, employee should feel supported by their superiors for productivity to rise.

Performance appraisal should be relooked as there is evidence that it could demoralize employees with the consequent drop in productivity. It is recommended that the organization should adopt an appraisal system that gives results acceptable to employees at least. Again, employees should feel that the results reflect what they expect.

Education attainment is important for basic skills. However, this must be complemented by professional trainings which should be regular for all employees. It is recommended that this particular organization and other similar organizations should scout for the employees with professional skills in the jobs they are assigned to and not just that but also institute trainings regularly to enhance the skills as the work environment is continuously changing for productivity to improve. There is ample evidence that with professional qualifications coupled with regular trainings, the level of productivity would improve to very great extent.

5.3 Conclusion

From the above discussion, the study concludes by saying that county government s and other similar organizations are facing poor employee productivity as a result of four factors working together. Though they have highly educated employees, they are not training them regularly and as such their level of skill remains low. For this reason, their productivity hardly rises but more often it goes down. This translates to poor service delivery. Skills acquisition and upgrading is thus important in ensuring a rise in productivity. This answers the research question “what are the effects of skills on productivity” by saying that the level of skills has a positive and direct relationship with

productivity in that the higher the level of skills and the more they are upgraded, the more we can expect productivity to rise.

On the other hand, motivation is very important in determining the level of productivity. Less motivated employees have low productivity. The research question on what the effects of motivation are on productivity is addressed, thus answered in that motivation would increase productivity of the individual employees and the organization as a whole.

Leadership effects productivity. For productivity to rise, the leaders have to inspire their followers to higher levels of service delivery. Good leadership that inspires individuals must be cultivated. The research question on the effects of leadership on productivity can be addressed thus good leadership that inspires individuals' raises productivity.

Performance appraisal is another factor that significantly influences productivity. The relationship is that with a given system of appraisal, individuals may end up being demoralized and therefore less productive. The available evidence supports this assertion but cannot be conclusive given that there several employee performance appraisal methods. However, the important thing is that the method used should resonate with the individual employee and the results should be acceptable to the individual. Without this, there is danger that any performance appraisal could have negative effect(s) on the productivity.

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APPENDIX II: QUESTIONNAIRE

Dear Sir/Madam

As part of my project, I would like to gather some information from you which will help me to complete this study. This study seeks to find the effects of motivation, employee appraisal, leadership and employee skills on the productivity at the county government of Laikipia. I would be obliged if you cooperate with me in filling the questionnaire. This information is for research purposes only and will be treated with utmost confidentiality.

Section A: General Information

1. Gender

A. ~~Male~~

B. Female

2. Age (years)

A. 18-25

B. 26-33

C. ~~34-41~~

D. 41-48

E. 49-56

F. 57 and above

3. Length of employment at your current station (years)

A. Under 1 years

B. ~~2-4 years~~

C. 5-7 Years

D. 8-10 years

- E. Above 10 years

Section B: Effects of Staff Skills on Employees' Productivity

4. Highest level of education

- A. Primary school
- B. Secondary school
- C. Diploma
- ~~D. Degree~~
- E. PhD

5. To what extent do you agree that you need Professional qualification(s) for the work you do here?

- ~~A. Strongly agree~~
- B. Agree
- C. Strongly disagree
- D. Disagree
- E. Neutral

6. How often do you go for training and or seminars

- ~~A. Never~~
- B. Once per year
- C. Several times every year

7. To what extent would you say that your qualifications help you to do your work

- A. It has greatly helped

- ~~B. ——— Has fairly helped~~
- C. Has not helped at all
- D. I don't know

Section C: Leadership and Employees' Productivity

8. Are you satisfied with the support from the HR department?

- A. Highly satisfied Satisfied
- B. Neutral
- C. Dissatisfied
- ~~D. ——— Highly dissatisfied~~

9. To what extent Does your supervisor inspire you to work better

- A. Very highly
- B. Fairy well
- ~~C. ——— Does not inspire me at all~~
- D. Don't know

Section D: Motivation on Employees' Productivity

10. Are you satisfied with the support from the HR department?

- A. Highly satisfied Satisfied
- B. Neutral
- ~~C. ——— Dissatisfied~~
- D. Highly dissatisfied

11. “The Management is really interested in motivating the employees”

- A. Strongly agree
- B. Agree

~~C. Strongly disagree~~

D. Neutral

12. What motivates you to work better

~~A. Pay~~

B. Working conditions

C. Recognition

D. Promotion

13. To what extent would you say this organization provides you with what motivates you?

A. Very highly

B. Moderate

~~C. Low~~

D. Not at all

14. To what extent would you improve your work delivery if your employer provides you with what motivates you?

~~A. Very high~~

B. High

C. Moderate

D. Low

E. Not at all

Section E: Appraisal and Productivity

15. How often do you get the results you expect after every performance appraisal

- A. Always
- ~~B. Rarely~~
- C. Never
- D. Never bother with the results

16. To what extent does performance appraisal impact on your morale?

- A. Highly positive
- B. Moderately positive
- C. Positive
- D. Highly Negatively
- ~~E. Moderately Negatively~~
- F. Neutral

17. How does Performance Appraisal affect your performance?

- A. Highly improves performance
- B. Moderately improves performance
- C. No effect on performance
- ~~D. Highly lowers performance~~
- E. Moderately lowers performance

Thank you for your cooperation